



CITY OF MIAMI GARDENS

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

2011



EXECUTIVE SUMMARY

Purpose

The purpose of the City of Miami Gardens Comprehensive Economic Development Strategy (CEDS) is to facilitate the development of a healthy, diversified economy in which businesses can locate, innovate, grow and prosper, and all residents have opportunities for economic prosperity.

The City's main economic development goal is to improve the economic well-being of the community through efforts that entail job creation, tax base expansion and quality of life enhancements. To enhance City efforts to meet this goal, the CEDS identifies the City's key economic assets and opportunities and recommends specific strategies to diversify the economic base, create quality jobs and improve the quality of life of all residents.

Does Miami Gardens Need a Proactive Economic Development Strategy?

Miami Gardens has the luxury of launching proactive economic development initiatives from a position of fiscal strength. We can build from our new incorporated status, existing community assets and quality of life. However, Miami Gardens must compete with neighboring communities for new and expanding industries and quality jobs. Miami Gardens must be proactive to not lose economic ground to other areas of Miami Dade County and South Florida. To accomplish this mission, Miami Gardens must devise economic development strategies and build effective local public/private economic development partnerships to create the institutional support for this on-going effort. To this end, the CEDS sets forth the following Guiding Principles, Goals, Objectives and Strategies:

Guiding Principles

- **Strengthening the City Image:** A focus on establishing a clear community identity and sense of place.
- **Business Retention:** A focus on expansion, innovation and job creation.
- **Business Attraction:** A focus on capital investment, job creation and economic diversification.
- **Business Marketing and Outreach:** A focus on communications and spreading the word that Miami Gardens is a "business friendly" community.
- **Development and Enhancement of Notable Business and Industrial Locations:** A focus on improving existing industrial parks and major commercial corridors.
- **Building Partners and Allies:** A focus on building formal partnerships with local and county-wide economic development organizations, our universities and employers.
- **Celebrate Local Business Success:** A focus on a recognition and appreciation of local businesses that reflects the diversity and strength of Miami Gardens Business Community, and
- **CEDS Benefit/Cost:** A focus on tracking economic development outcomes.

Strategies

Stronger economic development will positively affect the quality of life of every resident of Miami Gardens. Major implementation strategies to achieve this goal are:

1. City Image

Goal: *Brand the City's community identity and "sense of place" to encourage business investment and sustained economic growth.*

Objective: **Launch a proactive economic development initiative from a position of fiscal strength to showcase the City's diverse economy, strategic location and high quality of life.**

Strategies

- A. *Enhance the overall quality of life for residents and businesses of the City by improving public infrastructure, streetscapes, entertainment and cultural events*
- B. *Improve the business climate within the City to enable, accelerate and attract economic growth*
- C. *Enhance and expand the City's workforce and ensure that all residents have equitable access to the benefits of Miami Gardens enhanced economic growth and competitiveness*



2. Town Center Revitalization

Goal: *Build upon the 27th Avenue/183rd Street strategic location, cultural amenities and prospects for infill development to make the Miami Gardens Town Center a high quality, regional retail area unique to Miami-Dade County.*

Objective: Increase the business base, access and livability of the Town Center by:

- Growing a diverse base of niche retailers and locally-owned businesses;
- Attracting new businesses; and
- Stimulating transit oriented and mixed-use development

Strategies

- A. *Provide incentives for pedestrian oriented, mixed-use and transit oriented development in the City's Planned Town Center Area*
- B. *Target public infrastructure and streetscape improvements to the City's central boulevard – NW 27th Avenue*
- C. *Target specialty foods and organic markets that will enhance the quality of life for residents of the Town Center area, stimulate additional interest in living in the Town Center area and attract patrons from outside of Miami Gardens*
- D. *Market the Town Center's assets including strong niche markets (i.e. Arts and Entertainment) and promote the role that business plays in creating the vitality, safety, and unique character of our Town Center*
- E. *Enhance cultural and entertainment assets as attractors of additional economic investment in the Town Center Area*
- F. *Ensure that City policy reflects the Town Center area as more than just a centrally located business district, but also an important hub for arts, commerce, transportation, and governmental affairs*

3. Business Retention and Expansion

Goal: *Encourage the growth and expansion of existing businesses throughout the City.*

Objective: **Keep quality businesses and jobs in the City of Miami Gardens by facilitating the expansion of growing firms and designing new business location strategies**

Strategies

- A. *Create and maintain a business registry and database*
- B. *Develop and implement a program between the City of Miami Gardens and Miami Gardens Chamber of Commerce to identify firms, make contact and respond to feedback*
- C. *Coordinate with the Chamber on a systematic annual visitation and call program*
- D. *Establish an annual business survey*
- E. *Sponsor import/export seminars with local manufacturers*
- F. *Develop a listing of complementary and supporting industry establishments by sector*
- G. *Design targeted gateway improvements on NW 27th Avenue and the Palmetto Expressway Corridor to enhance connectivity between Town Center and the industrial parks and universities*

4. Industrial Development

Goal: *Enhance existing industrial space and encourage new industrial development opportunities.*

Objective: **Maximize the use of existing industrial space and develop plans for physical improvements and new opportunities**

Strategies

- A. *Inventory and evaluate vacant or underused industrial space*
- B. *Focus retention and expansion on small manufacturers*
- C. *Develop and promote Miami Gardens competitive advantage in transportation, distribution and logistics*
- D. *Establish an Industrial Business Park Overlay District at the Sunshine International Park to enable an “entertainment” component*
- E. *Capitalize on the Sunshine International Park’s Miami Modern (MiMo) architecture to add visibility to the park by attracting visitors and businesses*
- F. *Target public infrastructure improvements to the Sunshine International and Palmetto Lakes industrial parks*
- G. *Develop enhanced site planning, design and overall aesthetics at both industrial park locations*
- H. *Work with industrial building and/or park owners to enhance landscape and signage through LDR compliance.*



5. Retail and Office Development

Goal: *Expand the City's retail and office base at key locations throughout the City.*

Objective: **Create new opportunities for retail and office through mixed-use development on major commercial corridors**

Strategies

- A. *Provide incentives, including land use changes, to accommodate infill development along NW 183rd Street and NW 27th Avenue between the Palmetto Expressway Corridor and the Sun Life Stadium/Calder Race Track Area*
- B. *Establish connections and linkages by encouraging the development of new retail spaces along NW 27th Avenue, NW 183rd Street and SR-7*
- C. *Using the Buxton Retail Study as a guide, develop a Retail Recruitment Program that will strategically market NW 27th Avenue, NW 183rd Street and SR-7 for retail investment*
- D. *Provide enhanced financial incentives for local ethnic and niche retailers including small business loans and no-cost permitting*



6. Entrepreneurship and Technology

Goal: *Support and stimulate the growth of entrepreneurs and technology firms.*

Objective: **Facilitate the growth of capital resources for business start-up and collaborate with local universities to develop business management education and training programs**

Strategies

- A. *Develop the growth of equity and venture capital funds for Miami Gardens start-up firms through the Miami Gardens Chamber of Commerce*
- B. *Create channels through the Miami Gardens Chamber of Commerce to direct funds to entrepreneurs and technology firms*
- C. *Collaborate with local universities to develop business management education and training programs*
- D. *Enhance and expand Miami Gardens small business loan products*
- E. *Establish an Entrepreneurship Center Strategy*

7. Workforce Development

Goal: *Create, attract and maintain a globally competitive workforce to meet the demands of Miami Gardens employers.*

Objective: **Direct the upgrading of competencies and qualifications of the workforce through a collaborative workforce development effort among the City of Miami Gardens, our universities and major employers**

Strategies

- A. *Convene a CEDS Workforce Development Team consisting of City officials, educational experts and local employers to identify worker skills demands*
- B. *Develop formalized and tailored workforce development training programs that connect local workers with local employers*
- C. *Locate formalized workforce development training programs within the industrial parks and other centers of employment activity*

8. Cluster Development

Goal: *Increase the competitiveness of Miami Gardens enterprises through the development and growth of industry clusters.*

Objective: **Enhance the growth and competitiveness of local business clusters**

Strategies

- A. *Identify existing and potential business clusters*
- B. *Determine the scope of existing cluster organizations and activities*
- C. *Develop affiliations among potential cluster businesses*
- D. *Identify firms that complement and support business clusters in Miami Gardens*
- E. *Create and implement a call program to mobilize and establish cluster associations*

9. Economic Development Funding

Goal: *Secure funds to support economic development initiatives and strategies in the City of Miami Gardens.*

Objective: **Expand the City's "economic development toolkit" and make it more strategic**

Strategies

- A. *Explore all potential federal and state economic development funding sources*
- B. *Expand the City's grants/loans portfolio related to economic and community development*

10. Performance Measurements

Goal: *Create a CEDS performance management system to ensure successful strategic planning outcomes.*

Objective: **Monitor implementation effectiveness and fine tune the implementation strategies annually**

Strategies

- A. *Convene a CEDS Management Team that will be responsible for implementing economic development strategies and measuring outcomes*
- B. *Develop "Implementation Champion Teams" for each strategy area including non-City partners as appropriate*
- C. *Gauge the impact of the CEDS in terms of facilitating quality job creation and positive fiscal impact*
- D. *Target the creation or retention of a substantial number of quality jobs over a 5-10 year period*
- E. *Identify fiscal benchmarks to gauge the net tax benefit to the City*

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I. INTRODUCTION

City of Miami Gardens

Vision Statement

The mission of the City of Miami Gardens, Florida, is to enhance the quality of life through the efficient and professional delivery of public services. We are committed to fostering civic pride, participation and responsible development for the community.

Mission Statement

The City will deliver superior services designed to enhance public safety and quality of life while exercising good stewardship through open government and active civic business and resident involvement.

Miami Gardens is and will be a vibrant and diverse City with a strong sense of community ownership, civic pride, abundant employment opportunities and cultural and leisure activities for its residents. We will provide continued economic viability through well planned, responsible and sustainable growth and redevelopment.

The City of Miami Gardens Comprehensive Economic Development Strategy (CEDS) is designed to bring together the public and private sectors in the creation of an economic roadmap to diversify and strengthen the City's economy. The CEDS provides an economic analysis of the City and regional economy which serves as a guide for establishing goals and objectives; the development of a plan of action, and the identification of investment priorities and funding sources.

A CEDS is the result of a continuing economic development planning process developed with broad-based and diverse public and private participation. These prior community planning and visioning efforts contributed greatly to the CEDS goal statements and formulated objectives and strategies.

The CEDS begins with a summary outline of the City's recent strategic and comprehensive plans, the Community Vision Matrix, and the Buxton Group retail study. The Report then provides a summary and analysis of key economic factors and conditions. The "Observations" section of the report brings together the City's previous planning initiatives and current economic analysis to provide the roadmap for the formulation of the economic development strategies.



II. PROFILE

The City of Miami Gardens is one of the newest cities in Miami-Dade County incorporated on May 13, 2003. Located in the northern part of the county, Miami Gardens is a gateway to Broward County with many major roadways passing through it. According to the 2010 Census, the City is home to over 107,000 residents with a median age of 33.5 years. The City has 34,284 housing units of which 64.3 percent are owner-occupied, 29.7 percent are renter-occupied and only 6.0 percent are vacant. In terms of population, the City has grown by almost 17 percent between 2005 and 2010 according to U.S. Census counts. For the same time period, housing units in the City have increased by 10.3 percent with vacancies increasing by only 0.3 percent.

In 2005, the City's median household income of \$32,893 was approximately 11.5 percent lower than the County's figure of \$37,148. However, by 2009 Miami Gardens had surpassed the countywide median household income. According to 2009 ACS data, the median household income in Miami Gardens was \$44,148, which is 6.3 percent higher than the County's estimated \$41,533 median household income. The substantial 34.9 percent growth in household income within the past five years points to a significant transformation of Miami Gardens from a lower income to a more middle-income community.

The City has a vibrant business community with firms in various industry sectors. The 2007 Economic Census counted 947 employer business establishments with combined sales of over 2.5 billion and over 17,000 employees. In 2007, the City's leading industry sectors were Retail Trade with approximately \$1.6 billion in sales, followed by Manufacturing with \$547 million and Health Care and Social Assistance with \$119 million in annual sales activity.

The City's 2011 Business Tax Listing shows that in terms of number of establishments, the leading sectors are Retail Trade, Accommodation and Food Services and Administrative & Support and Waste Management & Remediation Services. The City's growing family population has contributed to a substantial increase in its labor force. The City's labor force of 57,822 individuals 16+ in age ranks 4th among all municipalities in Miami-Dade County.

Miami Gardens continues to attract businesses with its convenient location and infrastructure, but also with its competitive business tax fees. Businesses need to obtain a city Business Tax Receipt from the municipality where the business is located. When Miami Gardens was incorporated, the city set its business tax at the rates of the neighboring Miramar. Eight years later, Miami Gardens has lower fees than Miramar and Sunrise in Broward County but higher than Hialeah and Miami Lakes in Miami-Dade County. (See Appendix E: Local Business License Tax Fee Comparison).

Selected Economic Indicators and Ranking among 34 Municipalities in Miami-Dade County

Indicator	Value	Rank
Population (2010)	107,167	3
Households (2010)	32,219	4
Families (2010)	25,273	3
Median Age (2009)	33.5	2 (youngest)
Median Household Income	\$41,744	18
Average Household Size	3.28	3 (largest)
Occupied Housing Units)	94%	6
Labor Force (2011)	57,822	4

Sources: 2010 U.S. Decennial Census; 2009 American Community Survey.

III. CONTRIBUTING ECONOMIC DEVELOPMENT & REPORTS

The following community plans, economic reports and visioning exercises were undertaken by the City of Miami Gardens in recent years. The findings from these studies and reports have been incorporated into the CEDS analysis, observations and strategy formulation.

1. City of Miami Gardens Strategic Plan, 2009-2013

Business and Economic Development

Objective: Advance Business and Economic Development in 3 Established Major Corridors

Goals:

- Establish and Define the City's Economic Development Function
- Enhance Retail & Service Mix
- Redevelop Existing Industrial Parks
- Strengthen Professional Office Base Inventory

Quality of Life & City Image

Objective: Enhanced Overall Quality of Life for Residents and Businesses of the City

Goals:

- Improve City Identity & Image
- Improve City Infrastructure

2. Community Vision Matrix, City of Miami Gardens 2005

Economic Development Related "High" Priorities:

- Create Community Identity and "Sense of Place"
- Develop Programs to become a more Business-Friendly City
- Attract National Chains, Franchises, Hotels and Key Industries
- Plan Mixed-Use and Smart Growth Projects
- Develop Travel & Tourism Plan
- Encourage Mass Transit

3. City of Miami Gardens Comprehensive Development Master Plan

Designated "Special Areas":

- SR-7 Redevelopment – urban commercial and mixed-use projects
- Palmetto Expressway – gateway to Miami Gardens
- Sunshine International Park – prime location for commercial & industrial development
- Palmetto Lakes Park Area – redevelopment intensification and potential mixed-use opportunities
- NW 27th Avenue Corridor – revitalization of the City's central boulevard

Designated "Special Places":

- Florida Memorial University Area – continued upgrade and expansion
- St. Thomas University Area – additional educational programming development and related activities encouraged
- Sun Life Stadium Area - expansion and enhanced new entertainment venues
- Calder Race Track Area – will expand significantly if and when gambling is approved in Miami-Dade County
- Miami Garden's Planned Town Center Area - urban mixed-use/transit oriented development

4. NW 27th Avenue Retail Site Determination Report: The Buxton Group 2008

Targeted National Retailers and Restaurants:

- | | |
|----------------------------------------|-------------------|
| • Applebee's Neighborhood Grill | Restaurants/Bars |
| • Beall's Department Store | Department Stores |
| • Christopher & Banks | Women's Apparel |
| • Country Kitchen | Restaurants/Bars |
| • Olive Garden | Restaurants/Bars |
| • Red Lobster | Restaurants/Bars |
| • Red Robin | Restaurants/Bars |
| • Shoney's | Restaurants/Bars |
| • Smokey Bones | Restaurants/Bars |
| • Texas Roadhouse | Restaurants/Bars |

Other significant and related plans and studies:

Palmetto Expressway Design Study with Mayor Shirley Gibson, Florida Public Officials Design Institute at Abacoa, 2006: Design charette with design concepts of streets and land uses adjacent to the expressway

State Road 7 Livable Communities Corridor Study, 2007: Provides for pedestrian friendly designs in both the public (right-of-way) and private development, Kimley Horn

IV. ECONOMIC DEVELOPMENT AND PHYSICAL ASSETS

The CEDS economic development analysis provides an overview of the City of Miami Gardens major economic development and physical assets. The analysis recognizes the City of Miami Gardens unique assets and qualities that provide the resources and serve as the foundation for economic development strategic planning.

City of Miami Gardens Major Economic Development Assets

- Sun Life Stadium
- Calder Race Track and Casino
-
-



- Sunshine International Park
- Palmetto Lakes Industrial Park
- Florida Memorial University
- St. Thomas University

City of Miami Gardens: Major Physical Assets

- Major Highway Access – Florida Turnpike, Interstate-95
- Major Commercial Corridors – NW 27th Avenue, SR-7/441, Palmetto Expressway/SR 826
- Golden Glades Transit Center
- MiMo Architecture
- Opa-Locka Airport



- Miami International Airport (15 miles)
- Fort Lauderdale-Hollywood International Airport (15 miles)

V. ECONOMIC ANALYSIS – INDUSTRY SECTORS

Business and Employment Trends Analysis

Economic development is ultimately the creation of quality jobs and local tax base through the development of businesses and organizations that serve markets beyond Miami Gardens. The basic sector (sometimes called the export sector) is the set of activities that generate wealth from beyond the corporate limits of Miami Gardens. In most cases, basic sector jobs pay more, have more benefits, and have more promotional and human growth opportunities than the retail, food service and personal service jobs that dominate the non-basic sector. The following section provides an analysis of business and employment growth trends in Miami-Dade County by industry sector and with a focus on the basic sector. (Also see Appendices A-D)

A. Manufacturing

The CEDS economic analysis determined that while the manufacturing sector continues to decline as a whole, there is a variety of small manufacturers in a number of subsectors in Miami-Dade County. According to 2008 statistics from *County Business Patterns*, NAICS 3231 - Printing continues to be Miami-Dade County's leading manufacturing subsector. However, as Table 1 below indicates Printing and the other top five manufacturing subsectors have all experienced employment loss during the past decade. Despite recent employment loss, NAICS 3323 – Architectural and Structural Metals has seen a growth in new establishments. This is also the case for the County's Plastics Products and Furniture manufacturing subsectors.

The City of Miami Gardens is well-positioned to attract small manufacturers to the Sunshine State International and Palmetto Lakes industrial parks. The site location preference of small manufacturers includes industrial parks and industrial corridors.

Table 1: Miami-Dade County Business Patterns - Manufacturing

NAICS	Description	# Emp. 2000	# Est. 2000	# Emp. 2008	Change 2000-2008	# Est. 2008	Change 2000-2008
3231	Printing	4,557	404	3,788	▼	345	▼
3118	Bakeries	2,498	177	1,948	▼	194	▲
3371	Household & Industrial Furniture	2,202	205	957	▼	182	▼
3391	Medical Equipment	3,756	126	2,500-4,999*	▬	107	▼
3323	Architectural & Structural Metals	3,279	84	2,446	▼	97	▲

Source: U.S. Census, County Business Patterns, 2000-2008; analysis by the FIU Metropolitan Center.

B. Transportation & Warehousing

The Transportation & Warehousing sector has experienced significant growth in Miami-Dade County with higher absorption and lowering vacancy rates. The NAICS 4885 Freight Transportation Arrangement subsector provides the largest employment among transportation firms in Miami-Dade County. Additionally, NAICS 4931 - Warehousing & Storage has seen significant growth in both employment and new establishments.

The site location preference of Transportation & Warehousing establishments includes industrial parks and industrial corridors located near major highways and inter-modal facilities. Miami Gardens excellent highway access and the Sunshine International and Palmetto Lakes industrial parks offer ideal facilities and locations for various Transportation and Warehousing businesses.

Table 2: Miami-Dade County Business Patterns - Transportation & Warehousing							
NAICS	Description	# Emp. 2000	# Est. 2000	# Emp. 2008	Change 2000-2008	# Est. 2008	Change 2000-2008
4885	Freight Transportation Arrangement	7,229	836	8,513	▲	1,024	▲
4841	General Freight-Trucking	14,440	302	3,387	▼	476	▲
4842	Specialized Freight-Trucking	1,758	239	1,357	▼	236	▼
4921	Couriers & Express Delivery	8,308	163	5,120	▼	133	▼
4931	Warehousing & Storage	910	78	2,840	▲	107	▲

Source: U.S. Census, County Business Patterns, 2000-2008; analysis by the FIU Metropolitan Center.

C. Finance & Insurance

The Finance & Insurance sector experienced some decline during the post-housing bubble, but has undergone an overall growth trend in recent years. Subsector NAICS 5242 – Agencies, Brokerages and Insurance Related establishments and NAICS 5241 – Depository Credit Intermediation establishments provide the largest employment subsector in Miami-Dade County. Each subsector experienced growth in both employment and new establishments in recent years.

Site locations for Finance & Insurance related establishments include commercial corridors and mixed-use developments. The City of Miami Gardens is well-positioned to attract these types of businesses. The NW 27th Avenue and SR-7 Corridors provide excellent locations for mixed-use development combining office and retail uses.

Table 3: Miami-Dade County Business Patterns - Finance & Insurance

NAICS	Description	# Emp. 2000	# Est. 2000	# Emp. 2008	Change 2000-2008	# Est. 2008	Change 2000-2008
5242	Agencies, Brokerages and other Insurance Related Activities	6,712	1,226	8,033	▲	1,368	▲
5221	Depository Credit Intermediation	15,486	690	17,721	▲	848	▲
5239	Other Financial Investment Activities	1,564	409	2,728	▲	682	▲
5222	Nondepository Credit Intermediation	5,006	526	3,683	▼	604	▲
5223	Activities Related to Credit Intermediation	1,833	313	4,002	▲	545	▲

Source: U.S. Census, County Business Patterns, 2000-2008; analysis by the FIU Metropolitan Center.

D. Professional, Scientific & Technical Services

Professional, Scientific & Technical Services is one of the fastest growing industrial sectors in Miami-Dade and South Florida. As shown in Table 4 below, all of the leading subsectors have seen growth in both employment and new establishments in the past decade.

Ideal site locations for Professional, Scientific & Technical Service establishments include commercial corridors, industrial/office parks and mixed-use developments. The City of Miami Gardens is well-positioned to attract the leading Professional, Scientific & Technical Services subsectors to locations along the NW 27th Avenue and SR-7 Commercial Corridors and within the Sunshine International and Palmetto Lakes industrial parks.

Table 4: Miami-Dade County Business Patterns - Professional, Scientific and Technical Services

NAICS	Description	# Emp. 2000	# Est. 2000	# Emp. 2008	Change 2000-2008	# Est. 2008	Change 2000-2008
5411	Legal Services	16,672	3,054	18,555	▲	3,622	▲
5416	Management, Scientific & Technical Consulting Services,	6,400	1,032	6,769	▲	2,055	▲
5412	Accounting, Tax Preparation, Bookkeeping & Payroll Services	8,874	1,218	10,500	▲	1,592	▲
5413	Architectural, Engineering & Related Services	8,251	908	9,774	▲	1,116	▲
5415	Computer Systems Design & Related Services	4,123	742	4,794	▲	914	▲

Source: U.S. Census, County Business Patterns, 2000-2008; analysis by the FIU Metropolitan Center.

E. Health Care & Social Assistance

Health Care is one of the fastest growing industrial sectors in Miami-Dade and South Florida. As shown in Table 5 below, all of the leading Health Care & Social Assistance subsectors have experienced growth in both employment and new establishments in recent years.

Health Care office sites are ideally suited to commercial corridors and as part of mixed-use developments. The City of Miami Gardens is well-positioned to attract Health Care & Social Assistance businesses with the NW 27th Avenue and SR-7 Commercial Corridors providing excellent location for mixed-sue development combining health care and social assistance offices and retail uses.

Table 5: Miami-Dade County Business Patterns - Health Care & Social Assistance

NAICS	Description	# Emp. 2000	# Est. 2000	# Emp. 2008	Change 2000-2008	# Est. 2008	Change 2000-2008
6211	Offices of Physicians	15,123	2,768	17,787	▲	3,091	▲
6213	Offices of Other Health Practitioners	2,904	850	4,289	▲	1,257	▲
6212	Offices of Dentists	5,094	1,006	5,435	▲	1,095	▲
6216	Home Health Care Services	4,646	209	9,758	▲	737	▲
6244	Child Day Care Services	5,493	428	8,554	▲	659	▲

Source: U.S. Census, County Business Patterns, 2000-2008; analysis by the FIU Metropolitan Center.

F. Retail Sales

Retail establishments, particularly personal care stores, continue to grow in Miami-Dade County and South Florida. As shown in Table 6 below, Miami-Dade County's leading Retail Sales subsectors, NAICS 4481 - Clothing Stores and NAICS - 4461 Health & Personal Care Stores have seen growth in both employment and new establishments in recent years. However, opportunities also exist for local ethnic retailers of clothing, groceries and personal care merchandise.

The Buxton Retail Report cites Beall's Department Stores and Christopher & Banks (among others) as potential national targets for the NW 27th Avenue Corridor. These retailers would also be attracted to the SR-7 Commercial Corridor.

Table 6: Miami-Dade County Business Patterns - Retail Sales

NAICS	Description	# Emp. 2000	# Est. 2000	# Emp. 2008	Change 2000-2008	# Est. 2008	Change 2000-2008
4481	Clothing Stores	11,055	1,199	17,046	▲	1,329	▲
4461	Health & Personal Care Stores	10,045	1,002	11,399	▲	1,120	▲
4451	Grocery Stores	24,821	924	21,980	▼	873	▼
4471	Gasoline Stations	3,576	655	3,432	▼	604	▼
4441	Building Material & Supplies	6,094	437	7,325	▲	533	▲

Source: U.S. Census, County Business Patterns, 2000-2008; analysis by the FIU Metropolitan Center.

G. Accommodation & Food Services

Accommodation and food service establishments are projected to grow in Miami-Dade County. The Buxton Group Retail Report listed 8 national restaurant chains that could be targeted for the NW 27th Avenue Corridor. National restaurant chains typically locate in new “free standing” buildings and generally not in “mixed-use” developments.

The City of Miami Gardens is well-positioned to attract local food retailers including ethnic restaurants, brewpubs and tap houses which are becoming popular “niche” retail strategies in Florida. The Town Center and NW 27th Avenue Commercial Corridor could be an excellent location for mixed-use development combining retail, office and food services. National restaurant chains such as Applebee’s, Country Kitchen, Olive Gardens and others identified in the Buxton Report could be targeted.

Table 7: Miami-Dade County Business Patterns - Accommodation and Food Services

NAICS	Description	# Emp. 2000	# Est. 2000	# Emp. 2008	Change 2000-2008	# Est. 2008	Change 2000-2008
7211	Traveler Accommodation	22,240	369	25,021	▲	367	▼
7221	Full-Service Restaurants	27,716	1,417	34,800	▲	1,641	▲
7222	Limited-Service Eating Places	22,195	1,477	26,077	▲	1,894	▲
7223	Special Food Services	4,614	230	6,315	▲	307	▲
7224	Drinking Places	1,978	183	3,048	▲	156	▼

Source: U.S. Census, *County Business Patterns*, 2000-2008; analysis by the FIU Metropolitan Center.

VI. OBSERVATIONS AND RECOMMENDATIONS

The previous CEDS economic analysis provides the basis for the following observations and recommendations. These findings provide the support for the formulation of the subsequent economic development strategies.

1. NW 27th Avenue

- A coherent and well-defined Town Center will help establish the City's image and stimulate business growth and development.
- The NW 27th Avenue/NW 183rd Street node (Town Center Area) provides the locus and opportunity for an expanded Town Center in each direction.
- A coherent and well-defined Town Center will help guide and stimulate infill business development along NW 27th Avenue between the Palmetto Expressway Corridor and the Sun Life Stadium/Calder Race Track Area.
- The new City Hall will help define the Town Center as a central activity hub for the community.

2. SR 7/441

- Important "gateway" from Broward County which presents opportunities for enhancing the City's image and identity.
- Significant redevelopment opportunities including mixed-use and transit-oriented development (TOD).
- Redevelopment strategies would need to include targeted public infrastructure investment and enhanced site design standards.
- Potential focus on SR-7/NW 183rd node as major East/West gateway.

3. Palmetto Expressway Corridor

- The Palmetto Expressway Corridor reflects a physical image of the City and the location of major economic development assets.
- While already viewed as a “gateway,” targeted gateway improvements at NW 27th Avenue would enhance connectivity to the new CBD while providing improved access to industrial parks and universities.
- There exists an opportunity to create a “unified district” with signage, art, architecture (MiMo) and targeted public infrastructure improvements.

4. Industrial Parks

- The location, access and building/land area of the Sunshine International Park and Palmetto Lakes Park Areas provide significant economic development opportunity for the City.
- Both industrial parks are lacking in public infrastructure, site planning and design, and overall aesthetics.
- Growth potential for small manufacturing firms in a variety of subsectors.
- Opportunities and deficiencies could be addressed by the creation and implementation of an “Industrial Business Park Overlay District.”
- The Miami Modern Architecture (MiMo) provides a unique identity for industrial areas and should attract tourists and businesses to the area if properly marketed.

VII. ECONOMIC DEVELOPMENT STRATEGIES

The following economic development strategies were developed based on the CEDS economic analysis and prior planning and community visioning efforts highlighted at the beginning of the report. The expectation is that a clear and focused economic development strategy will positively affect the quality of life of every resident of Miami Gardens. Major implementation strategies to achieve this goal include the following elements:

1. City Image

Goal: *Brand the City's community identity and "sense of place" to encourage business investment and sustained economic growth.*

Objective: **Launch a proactive economic development initiative from a position of fiscal strength to showcase the City's diverse economy, strategic location and high quality of life**

Strategies

- A. *Enhance the overall quality of life for residents and businesses of the City by improving public infrastructure, streetscapes, entertainment and cultural events*
- B. *Improve the business climate within the City to help attract and maintain business growth*
- C. *Enhance and expand the City's workforce and ensure that all residents have equitable access to the benefits of Miami Gardens enhanced economic growth and competitiveness*

2. Town Center Revitalization

Goal: *Build upon the Town Center's strategic location, cultural amenities and prospects for infill development to make Miami Gardens Town Center a high quality, regional retail area unique to Miami-Dade County.*

Objective: Increase the business base, access and livability of the Town Center by:

- **Growing a diverse base of niche retailers and locally-owned businesses;**
- **Attracting new businesses; and**
- **Stimulating transit oriented and mixed-use development**

Strategies

- A. *Provide incentives for pedestrian oriented, mixed-use and transit oriented development in the City's Planned Town Center Area*
- B. *Target public infrastructure and streetscape improvements to the City's central boulevard – NW 27th Avenue*
- C. *Target specialty foods and organic markets that will enhance the quality of life for residents of the Town Center area, stimulate additional interest in Town Center living and attract patrons from outside of Miami Gardens*
- D. *Market the Town Center's assets including strong niche markets (i.e. Arts and Entertainment) and promote the role that business plays in creating the vitality, safety, and unique character of our Town Center*
- E. *Enhance cultural and entertainment assets as attractors of additional economic investment in the Town Center Area*
- F. *Ensure that City policy reflects Town Center as more than just a centrally located business district, but also an important hub for arts, commerce, transportation, and governmental affairs*

3. Business Retention and Expansion

Goal: *Encourage the growth and expansion of existing businesses throughout the City.*

Objective: **Keep quality businesses and jobs in the City of Miami Gardens by facilitating the expansion of growing firms and designing new business locations**

Strategies

- A. *Create and maintain a business registry and database*
- B. *Develop and implement a program between the City of Miami Gardens and Miami Gardens Chamber of Commerce to identify firms, make contact and respond to feedback.*
- C. *Coordinate with the Chamber on a systematic annual visitation and call program*
- D. *Establish an annual business survey*
- E. *Sponsor import/export seminars with local manufacturers and wholesalers*
- F. *Develop a listing of complementary and supporting industry establishments by sector*
- G. *Design targeted gateway improvements at NW 27th Avenue and the Palmetto Expressway Corridor to enhance connectivity between Town Center and the industrial parks and universities.*

4. Industrial Development

Goal: *Enhance existing industrial space and encourage new industrial development opportunities.*

Objective: **Maximize the use of existing industrial space and develop plans for physical improvements and new opportunities**

Strategies

- A. *Inventory and evaluate vacant or underused industrial space*
- B. *Focus retention and expansion on small manufacturers*
- C. *Maximize and promote Miami Gardens competitive advantage in transportation, distribution and logistics*
- D. *Establish an Industrial Business Park Overlay District at the Sunshine International Park to enable an “entertainment” component*
- E. *Target public infrastructure improvements to the Sunshine International and Palmetto Lakes industrial parks*
- F. *Develop enhanced site planning, design and overall aesthetics at both industrial park locations*
- G. *Work with industrial building and/or park owners to enhance landscape and signage through LDR compliance.*

5. Retail and Office Development

Goal: *Expand the City's retail and office base at key locations throughout the City.*

Objective: **Create new opportunities for retail and office through mixed-use development on major commercial corridors**

Strategies

- A. *Provide incentives, including land use changes, to accommodate infill development along NW 183rd Street and NW 27th Avenue between the Palmetto Expressway Corridor and the Sun Life Stadium/Calder Race Track Area*
- B. *Establish connections and linkages by seeding retail spaces along NW27th Avenue, NW 183rd Street and SR-7*
- C. *Using the Buxton Retail Study as a guide, develop a Retail Recruitment Program that will strategically market NW 27th Avenue, NW 183rd Street and SR-7 for retail investment*
- D. *Provide enhanced financial incentives for local ethnic and niche retailers*

6. Entrepreneurship and Technology

Goal *Support and stimulate the growth of entrepreneurs and technology firms.*

Objective: **Facilitate the growth of capital resources for business start-up and collaborate with local universities to develop business management education and training programs**

Strategies

- A. *Develop the growth of equity and venture capital funds for Miami Gardens start-up firms*
- B. *Create channels to direct funds to entrepreneurs and technology firms*
- C. *Collaborate with local universities to develop business management education and training programs*
- D. *Enhance and expand Miami Gardens small business loan products*
- E. *Establish an Entrepreneurship Center Strategy*

7. Workforce Development

Goal: *Create, attract and maintain a globally competitive workforce to meet the demands of Miami Gardens employers.*

Objective: **Direct the upgrading of competencies and qualifications of the workforce through a collaborative workforce development effort among the City of Miami Gardens, our universities and major employers**

Strategies

- A. Convene a CEDS Workforce Development Team consisting of City officials, educational experts and local employers to identify worker skills demands
- B. Develop formalized and tailored workforce development training programs that connect local workers with local employers
- C. Locate formalized workforce development training programs within the industrial parks and other centers of employment activity

8. Cluster Development

Goal: *Increase the competitiveness of Miami Gardens enterprises through the development and growth of industry clusters.*

Objective: **Enhance the growth and competitiveness of local business clusters**

Strategies

- A. Identify existing and potential business clusters
- B. Determine the scope of existing cluster organizations and activities
- C. Develop affiliations among potential cluster businesses
- D. Identify complementary and supporting firms in Miami Gardens and surrounding region
- E. Create and implement a call program to mobilize and establish cluster associations

9. Economic Development Funding

Goal: *Secure funds to support economic development initiatives and strategies in the City of Miami Gardens.*

Objective: **Expand the City's "economic development toolkit" and make it more strategic**

Strategies

- A. *Explore all potential federal and state economic development funding sources*
- B. *Expand the City's grants/loans portfolio related to economic and community development*

10. Performance Measurements

Goal: *Create a CEDS performance management system to ensure successful strategic planning outcomes.*

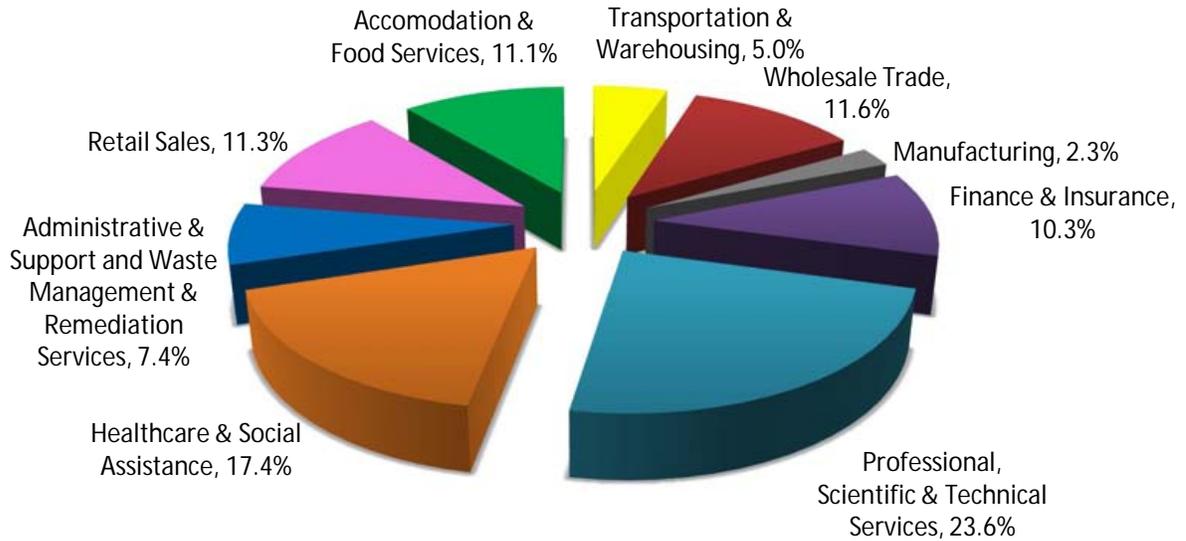
Objective: **Monitor implementation effectiveness and fine tune the implementation strategies annually**

Strategies

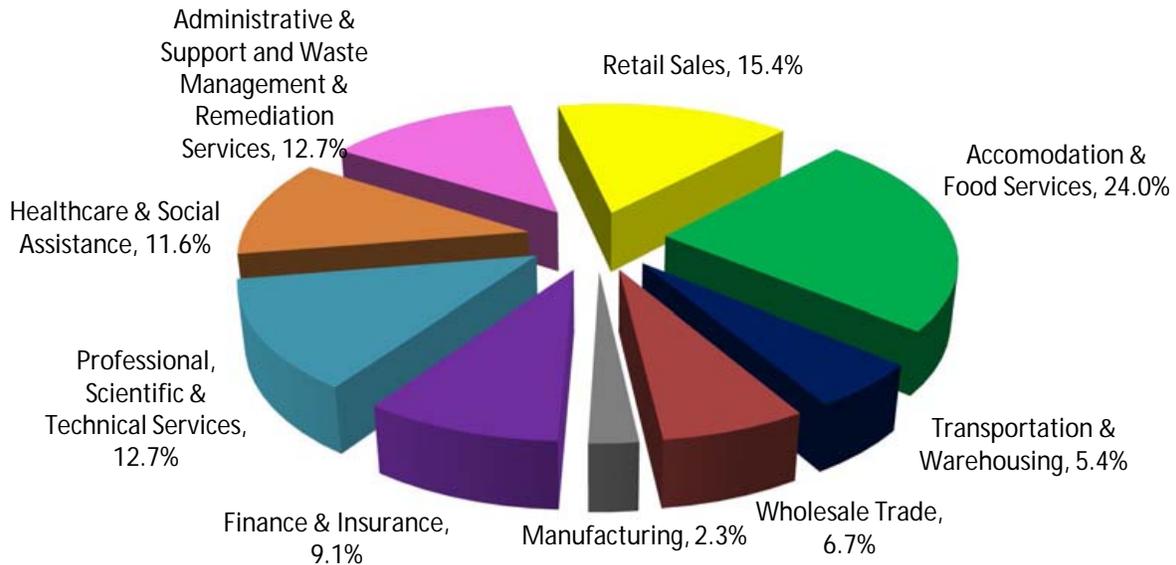
- A. *Convene a CEDS Management Team that will be responsible for implementing economic development strategies and measuring outcomes*
- B. *Develop "Implementation Champion Teams" for each strategy area including non-City partners as appropriate*
- C. *Gauge the impact of the CEDS in terms of facilitating quality job creation and positive fiscal impact*
- D. *Target the creation or retention of a substantial number of quality jobs over a 5-10 year period*
- E. *Identify fiscal benchmarks to gauge the net tax benefit to the City*

Appendix A: Leading Industries in Miami-Dade County and the City of Miami Gardens

Miami-Dade County Leading Industry Establishments by Top 10 Industry Groups

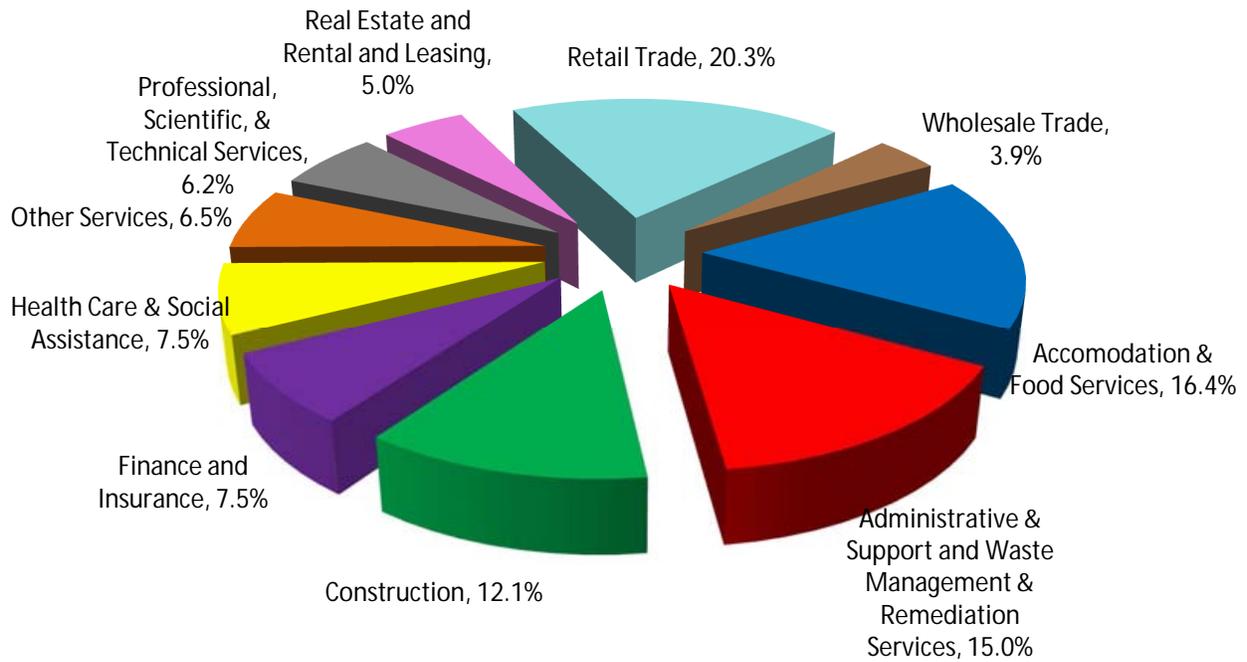


Miami-Dade County Leading Industry Employers by Top 10 Industry Groups



Source: U.S. Census, *County Business Patterns*, 2000-2008; analysis by the FIU Metropolitan Center

Top 10 Industries in Miami Gardens by Number of Establishments, 2011



Source: City of Miami Gardens, Business Tax Listing, 2011; figure created by FIU Metropolitan Center

Appendix B: Miami-Dade County Industry Sector Performance

Wholesale Trade

- The Wholesale Trade sector in Miami-Dade has experienced an overall decline in recent years
- The site location preference of Wholesale Trade establishments includes industrial/office parks and industrial/commercial corridors

Wholesale Trade							
NAICS	Description	# Emp.	# Est.	# Emp.	Change	# Est.	Change
		2000	2000	2008	2000-2008	2008	2000-2008
4251	Wholesale Electronic Markets	na	na	3,233	na	1,041	na
4238	Machinery, Equipment & Supplies	8,210	1,155	6,414		981	
4234	Commercial Equipment	8,081	1,004	7,068		941	
4239	Misc. Durable Goods	4,960	1,144	4,145		854	
4236	Electrical & Electronic Goods	7,212	827	5,878		757	

Source: U.S. Census, *County Business Patterns*, 2000-2008; analysis by the FIU Metropolitan Center

Administrative and Support & Waste Management & Remediation Services

- Growth in Administrative and Support & Waste Management & Remediation Services establishments is largely dependent on more wide-scale business and economic growth
- Recent Growth in “Office Administrative” and “Investigation and Security” Service establishments could spark demand for additional office space

Administrative and Support & Waste Management and Remediation Services							
NAICS	Description	# Emp.	# Est.	# Emp.	Change	# Est.	Change
		2000	2000	2008	2000-2008	2008	2000-2008
5617	Services to Buildings & Dwellings	10,259	983	12,562		1,104	
5615	Travel Arrangement & Reservation Services	6,283	700	12,616		552	
5611	Office Administrative Services	5,887	403	4,486		440	
5616	Investigation & Security Services	11,064	327	12,905		437	
5614	Business Support Services	9,434	399	7,663		386	

Source: U.S. Census, *County Business Patterns*, 2000-2008; analysis by the FIU Metropolitan Center

Appendix C: Miami-Dade County Growth Projections

Miami-Dade County Industry Employment Growth Projections, 2010-2018

Industry	Annual Growth Rate
Funds, Trust and Other Financial Vehicles	5.6%
Other Information Services	4.2%
Administrative and Support Services	3.8%
Social Assistance	3.4%
Ambulatory Health Care Services	3.2%
Water Transportation	2.9%
Specialty trade Contractors	2.9%
Professional and technical Services	2.8%
Nursing and Residential Care Facilities	2.7%
Building Material and Garden Supply Stores	2.7%
Furniture and Home Furnishings Stores	2.6%
Petroleum & Coal Products Manufacturing	2.5%
Financial Investment & Related Activity	2.5%

Source: Florida Agency for Workforce Innovation

Miami-Dade County Business Growth Projections, 2010-2018

Sector	Employment		% Annual Change	% Total Change
	2010	2018		
Administrative and Support and Waste Management and Remediation Services	56,471	70,371	3.08	24.6
Professional and Scientific Services	127,078	154,646	2.71	21.7
Construction	32,986	39,421	2.44	19.5
Management of Companies and Exercises	9,217	10,791	2.13	17.1
Educational Services	90,289	103,086	1.77	14.2
Health Care and Social Assistance	141,386	151,883	1.64	13.1
Arts, Entertainment and Recreation	12,168	13,653	1.53	12.2
Finance and Insurance	42,901	48,019	1.49	11.9
Trade, Transportation and Utilities	241,063	266,055	1.30	10.4
Accommodation and Food Services	89,656	98,230	1.20	9.6
Information	17,332	18,080	0.54	4.3

Source: Florida Agency for Workforce Innovation

Appendix D: Miami-Dade County Office and Industrial Space Statistics

Miami-Dade Office Market/Submarket Statistics

The Miami-Dade office market has continued a slow recovery with overall absorption reported negative during the First Quarter of 2011. Miami-Dade County reported an overall vacancy rate of 18.6 percent in the First Quarter up slightly from 18.5 percent in the First Quarter of 2010. According to Cushman & Wakefield, the Northeast Dade Submarket (including Miami Gardens) has a lower office vacancy rate (14.7 percent) than Miami Dade County but also reported a negative absorption of 42,901 s.f. in the First Quarter of 2011.

Currently available lease office space in Miami Gardens includes 30,000 s.f. (\$19.95 psf) in Golden Glades Office Park and 2,494 s.f. (\$18.00 psf) in Park Centre.

Market/ Submarket	Inventory (Total sq ft)	Overall Vacancy Rate	YTD Leasing Activity (Total sq ft)	YTD Overall Absorption (Total sq ft)	Overall Avg All Classes Gross Rental Rate
Northeast Miami- Dade	2,274,092	14.7%	41,188	(36,564)	\$28.93
Miami Lakes	1,941,848	28.5%	16,720	5,899	\$24.36
East Airport/Central Miami-Dade	861,768	17.1%	2,278	(43,580)	\$20.05
Miami-Dade Non- CBD	35,098,671	17.4%	511,372	(32,849)	\$27.28
Miramar	1,878,126	18.1%	16,361	4,125	\$30.14
Broward Non-CBD	24,777,821	17.7%	207,467	(45,496)	\$25.10

Source: Cushman & Wakefield 1Q11; Table design by the FIU Metropolitan Center

Miami-Dade Industrial Market/Submarket Statistics

Miami-Dade County's industrial market has continued to improve as evidenced by leasing activity increases and vacancy rates decreases. The First Quarter of 2011 closed with an overall vacancy rate of 7.5 percent compared to the recent high of 8.9 percent recorded in the First Quarter of 2010. Overall net absorption totaled 778,553 s.f. in the first quarter doubling the absorption reported this time last year. According to Cushman & Wakefield, the Miami Gardens/Ives Dairy Submarket had a lower vacancy rate (6.8 percent) than Miami-Dade County and an overall positive absorption of 8,430 s.f.

Currently available lease industrial/warehouse space in Miami Gardens includes 11,504 s.f. (\$6.95 psf) in Palmetto Lakes Industrial Park and 21,600 s.f. (\$6.50 psf) in Sunshine State Industrial Park.

Market/ Submarket	Inventory (Total sq ft)	Overall Vacanc y Rate	YTD Leasing Activity (Total sq ft)	YTD Overall Absorption (Total sq ft)	Average Net Rental Rate		
					MF	Flex	W/D
Miami Gardens/ Ives Dairy	6,269,456	6.8%	12,700	8,430	N/A	\$7.03	\$5.14
Sunshine State/ Golden Glades	6,031,057	6.7%	42,945	26,298	N/A	\$10.50	\$5.12
Seaboard/ Miami- Dade/ Opa-Locka	13,063,154	8.4%	156,851	(9,856)	N/A	N/A	\$4.54
North Miami	1,418,638	3.9%	13,055	33,055	N/A	N/A	\$6.16
Palmetto Lakes	5,832,827	8.6%	19,200	20,168	\$5.27	\$6.00	\$6.34
Airport North	8,095,051	5.6%	50,690	20,957	\$3.93	N/A	\$6.35
Medley	20,061,327	8.2%	342,543	297,874	N/A	N/A	\$5.23
Total Miami- Dade	164,642,435	7.5%	1,440,906	671,915	\$2.70	\$8.66	\$5.88
Davie/Pembroke Pines/Miramar	13,659,488	10.1%	65,992	(81,219)	\$6.06	\$10.73	\$6.82
Total Broward County	92,593,604	9.6%	30,000	(243,850)	\$6.24	\$9.45	\$6.63

Source: Cushman & Wakefield 1Q11; Table design by the FIU Metropolitan Center

Appendix E: Local Business License Tax Fee Comparison

Type of Business	Miami Gardens	Hialeah	Miami Lakes	Opa-Locka	Miramar	Sunrise
Auto Dealer New Cars	\$200.00	300 plus \$1.00 per unit	30 plus 3 for each employee	\$250.00	-	\$273.39
Barber Shop/Beauty Shop	\$100.00	50.00 plus \$5.00 for each add'l station over 4	30 plus 3 for each employee	25 plus 20 for each chair	105 + 10.50 for add'l chair over 5	\$136.69
Contractors	\$100-120	\$200.00	30-120 (based on # of employees)	-	105-126	205.04 - 273.39
Financial Institutions	\$250.00	\$475.00	\$200.00	20-80	\$262.00	\$307.55
Hotels, Lodging Houses and Motels - per room	\$4.00	50 plus \$5.00 per room	25 plus 1.5 for each room	\$10.00	\$4.20	\$4.27
Import/Export	\$125.00	\$100.00	30 plus 3 for each employee	-	\$131.00	\$205.04
Manufacturing (over 25 people)	\$200.00	65-190 based on number of employees	30 plus 3 for each employee	50-225	\$210.00	\$297.31
Medical/Dental Clinics and Labs	\$200.00	\$100.00	30 plus 3 for each employee	\$150.00	\$210.00	\$136.69
Merchants Retail	200 (plus \$13 per \$1,000 inventory, max \$6,000)	65.00 for \$1,000 inventory, 6.50 for each additional \$1,000.00	30 plus 3 for each employee	100-525	210.00 for value under \$6,000, 13.65 for each additional \$1,000.00	134.01 (plus \$11.67 per \$1,000 inventory, max \$1,701.5 for fewer than 12 Full Time employees, or \$9,359.35 for more than 12 employees)

Type of Business	Miami Gardens	Hialeah	Miami Lakes	Opa-Locka	Miramar	Sunrise
Merchants Wholesale	150 (plus \$0.75 per \$1,000 inventory, max \$30,000)	95-250	30 plus 3 for each employee	100-525	157.00 for value under \$90,000, 0.79 for each additional \$1,000.00	213.59 (plus \$11.62 per \$1,000 inventory, max \$1,701.5 for fewer than 12 Full Time employees, or \$9,359.35 for more than 12)
Night Club	\$400.00	\$1,250.00	\$225.00	250 plus 100-220 based on seating capacity	\$420.00	\$854.32
Real Estate Broker (5-25 agents)	225 (5-25 agents)	\$100.00	\$30.00	60-100	\$236.00	205.04 (each)
Restaurant	200 (26-100 persons)	75 plus 25-50 for additional seating	60-90 (31-150 persons)	\$80.00	210 (26-100 persons)	273.39 (50-150 persons)
Service Station (Fuel), plus \$5 each pump	\$100.00	65 plus \$13 for each unit above six	-	\$125.00	105.00 plus 5.25 each pump	27.34 plus 13.67 each pump
Storage Warehouse	\$120.00	65-500 based on sq. ft.	30 plus 3 for each employee	50 for up to 5,000 s.f. plus 3.75 per each add'l 1,000 sq. ft.	\$126.00	136.69-205.04
Tax Preparation	\$150.00	\$100.00	-	40-100	\$157.00	-
Trucking or Transport Co	150 (plus \$40 per truck)	\$70.00 per vehicle	30 plus 3 for each employee	\$75.00	\$157.00	-

Sources: Local Business License Tax Fees obtained from the cities of Miami Gardens, Hialeah, Miami Lakes, Opa-Locka, Miramar and Sunrise, 2011; Table prepared by the FIU Metropolitan Center.